

COMPREHENSIVE PROGRAM REVIEW SELF-STUDY
FOR THE
CENTER FOR INTERNATIONAL TRAINING AND SERVICES
IN THE
DIVISION OF CONTINUING EDUCATION
KENNESAW STATE UNIVERSITY
YEAR 2: 2002 – 2003

STATEMENT FROM THE DEAN OF CONTINUING EDUCATION KENNESAW STATE UNIVERSITY

The mission of Continuing Education at Kennesaw State University is to support the mission of the University and the Board of Regents by extending the resources (outreach) of the University to the community (public service), thus impacting the economic development of the State of Georgia in a positive and very dynamic way.

Continuing Education at Kennesaw State University has served more than 180,000 students in the last seven years in non-credit classes (1995-2002). Continuing Education has generated more than \$11,000,000 in formula funding for the University System of Georgia in the same seven-year period (1995-2002). 227,083 continuing education hours of training have been delivered in the last seven years (1995-2002). Continuing Education has received local, statewide, national and international recognition.

Continuing Education at Kennesaw State University is the only program representing a university in the world to teach an operational model on how to establish continuing education programs in the universities in eastern Europe -- currently twelve universities in five countries: Slovakia, Romania, Ukraine, Hungary and Poland.

Continuing Education at Kennesaw State University's Center for International Training was recognized in 1999 by the Chinese government as the best program in the United States. We ranked first above the University of Maryland, University of Illinois, Michigan State University and California State University.

Continuing Education at Kennesaw State University was chosen as one of three institutions of higher education by the State Department in Washington to participate in an economic development training initiative for women from Afghanistan.

Continuing Education at Kennesaw State University houses the Southeast Cybercrime Institute, the only program of its' kind in the United States. Serving on the Board of Directors for this Institute are:

- Federal Bureau of Investigation
- Georgia Bureau of Investigation
- State Attorney General's Office
- Georgia Technology Authority
- National White Collar Crime Agency

Continuing Education at Kennesaw State University has the strongest and most respected Center for Technology Training in the State. From 1997 to 2002, the Center served 26,000 students and generated revenues of \$8,000,000. This Technology Center was the first in the University System to become a Microsoft Authorized Academic Training Program. It was the first in the State to become an Oracle Academic Initiative. This Center was the first

University System institution of higher education to become a Cisco Academy. Their success has been phenomenal.

The Center for Professional Development and Life Enrichment has received state and national recognition for their programs as well:

Model Program Award, Meeting Planner	Georgia Adult Education
Year of Engagement Award, Kids College	Kennesaw State University
Outstanding Non-Credit Program, KIP	University Continuing Education Assn.
Outstanding Non-Credit Program submission, Pharmacy Tech	LERN
Outstanding Non-Credit Program submission, Film Institute	LERN

There are eight unique Centers in Continuing Education. Each has a specific purpose and audience to serve.

- Center for Corporate Training and Development
- Center for Professional Development and Life Enrichment
- Center for Conferences
- Southeast Cybercrime Institute
- Center for Technology Training
- Center for Golden University (ages 50+)
- Center for Governmental Training (Project IDEAS)
- Center for International Training

COMPREHENSIVE PROGRAM REVIEW EXECUTIVE SUMMARY FOR THE CENTER FOR INTERNATIONAL TRAINING & SERVICES

Overall Assessment of the Center's Productivity:

The Center's overall productivity is Very Strong as reflected in the ability to promote, plan, and deliver consistent, quality programs and services. It is also responsive, flexible, and able to deal with uncertainty and multiple tasks simultaneously. With one full-time director and a quarter-time secretary, the Center conducts 12-14 programs (more than 120 days of training activities yearly) for about 200 international participants. The number of programs and participants has increased yearly since 1998, with the exception of 2001, due to the 9/11 tragedy.

The Center has also been funded for two grant projects: Building Bridges in the Carpathian Region of Eastern Europe from the University System of Georgia Board of Regents) and an International Visitor Project for Afghanistan Women (from the U.S. Department of State). Both projects were highly successful and brought attention to the University and Continuing Education.

Recommendations for Improving the Center's Productivity:

- A part-time person is needed to assist the Center Director with programming as the Center grows.
- Software is needed that is compatible with both Chinese and English for communication via email.
- A 15-passenger van is needed for Continuing Education @ Kennesaw State University, accessible to the Center for transporting international delegates.

Overall Assessment of the Center's Quality:

The overall quality for the Center is Very Strong, evidenced in the following areas:

- Recognized by the Chinese Central Government in 1999 as the best in the nation training institution for Chinese government officials, business executives, and professionals. The next ranking institutions were the University of Maryland, University of Illinois, Michigan State University, and California State University in Hayward.
- 90% of participants ranked the training programs "excellent" or "good". There has not been a single complaint about the programs and services.
- Due to the reputation in quality and customer referral, growth of the program has increased from one single province in 1992 to 11 provinces, six central government agencies, and three large national companies in China.
- 75% of the programs are from repeat businesses due to satisfied customers.

List of Recommendations for improving the Center's Quality:

- An advisory board is needed to assist with program planning and development because of the change in customers' learning needs and complexity of the program.
- Additional part-time personnel will be needed to assist with program logistics as the program grows.

Conclusion About the Center's Viability:

The Center is an important part of the overall Kennesaw State University (KSU) international initiative and the Board of Regents mission. The international training program generates revenues for KSU and makes contributions to KSU's mission and goals. Other contributions include:

- Serving international customers with high-quality programs and productivity
- Appropriate positioning for a very large Chinese market where the life-long learning and professional development needs are increasing
- Generating positive publicity for KSU
- Increasing visibility for KSU domestically and internationally
- Assisting colleges and departments on campus to develop exchange programs with China as well as to recruit students from China
- Assisting international program development at the Board of Regents and other higher education institutions in Georgia
- Benefiting local businesses and international business activities for companies in Georgia
- Assisting the state agencies in economic development programs and exporting business initiatives
- Bringing, through multiple grants, extended exposure internationally in Slovakia, Romania, Poland, Hungary, the Ukraine and Afghanistan; also involving a number of business and educational partners in the Atlanta community and Georgia's university system institution.

Potential for "Model Program" Status:

The Center has the potential to achieve "model program" status in the following ways:

- It is the only on-going international continuing higher education program focused on China in the U.S.
- It has earned an outstanding international reputation in professional training
- It has been creative and innovative in program design and delivery
- It is a good example of collaboration between a university and businesses, government agencies, and other higher education institutions.
- It is a leader in the market in terms of quality, customer services and reputation.

Recommendation for Future General Institutional Investment and Supporting Rationale:

This Center is completely self-supporting and earns all revenue for its operations and equipment. The success of the Center as a training provider is highly regarded and recognized both nationally and internationally. It has great potential for growth to continuously contribute to the economic development in Georgia and to achieve KSU's mission.

THE CENTER'S DETAILED SELF-STUDY

I. CENTER DESCRIPTION

a) Purpose of the Center

The Center for International Training & Services was established in 1992 as one of the important initiatives of internationalization of the educational program at KSU. The Center fulfills the mission of KSU's program to serve the learning needs and professional development of foreign professionals and students. The program increases visibility of KSU internationally. The Center is a revenue-generating unit of the division of Continuing Education (ConEd).

b) Principal Functions/Key Projects of the Center

The Center provides customized professional training programs to foreign government officials, business executives, professionals, and students. The programs cover a wide range of interests including management training, international business, human resource management, agriculture technology and techniques, forest management, transportation management, banking, public finance, taxation, power plant management, social security and welfare, and many more.

The Center focuses on the training program development with China because China is one of the largest trading partners with the United States (U.S.). In 2000, the U.S. exported \$873 million of goods to China and imported \$6.9 billion from China. The U.S.'s direct investment in China from 1979 to 1997 totaled \$39.2 billion with 24,209 contracts. While China is becoming an important player in the world economy, the on-going economic and political reforms of the country create greater opportunities in training programs for Chinese businesses and government agencies.

The Center also supports other international continuing education programs at KSU's division of Continuing Education. Two grant-funded projects have been organized by the Dean's office – Building Bridges (Eastern Europe) and the International Visitor Project for Afghanistan Women.

c) Strategic Importance of the Center to KSU

Development of an international initiative is an important part of the long-term strategic plan both at the Board of Regents and KSU. The Center has been making contributions to the overall goals of KSU in the following ways:

1. Generating positive publicity for KSU
2. Increasing visibility of KSU internationally, as well as in the local Atlanta area business community

3. Building strong working relationships with Chinese government agencies, industries, and educational institutions, which assist other departments on campus and other higher education institutions in Georgia to develop international programs with China
4. Building an outstanding reputation of KSU's educational programs in the international markets
5. Benefiting KSU's faculty members and students in learning about other cultures and expanding their international experiences
6. Helping recruit international students to the University
7. Generating additional revenues for the University and business community in Georgia
8. Serving the business community with international business development in China
9. Helping 12 universities in Eastern Europe establish continuing education programs.

d) Age of the Center as of 2002

Nine (9) years

e) Name and Title of Center's Director

Ken Jin, Director

f) Name(s) and Title(s) of Personnel Assigned Full-Time in the Center

Ken Jin, Director

g) Names, Titles, and % Time of Personnel Assigned Part-Time to the Center

Susan Bass, Secretary, 25%

h) Total Funds Budgeted for Operation of the Center in FY 2002-03

All operating expenses are paid from funds generated by income from Center's programs. The Center's budgeted operating funds for FY 2002/2003 are \$198,700 (International = \$192,500 + Afghanistan women = \$6,200).

In addition, the Center is responsible for generating approximately \$7,000 income as a portion of the Departmental budget which covers operating expenses for marketing, public relations, registration, administrative and financial support.

i) Center's Physical Location & Assigned Square Footage

KSU Center

3333 Busby Drive, Room 201 I

Square footage: 35 square feet

II. Summary Conclusion About the Strength of the Center's Overall Productivity

The Center's overall productivity is Very Strong. The Center promotes, plans, and delivers many programs each year for an international audience. To maintain consistent quality of programs and services, the Center has to be responsive, flexible, and able to deal with a high degree of uncertainty and multiple tasking. With one full-time director and a quarter-time secretary, the Center conducts 12-14 programs for about 200 international participants with more than 120 days of training activities each year. The number of programs and participants have been increasing every year since 1998, with the exception of 2001, due to the 9/11 tragedy.

Timeliness and productivity is essential for the success of the Center. The strength of the Center's productivity can be illustrated as following:

1. Efficiency is a key. On the average, the Center conducts 12-14 programs for about 200 participants a year and each program lasts about 10 days. One of the major challenges is the very uneven workload. The Chinese delegations all tend to occur at the same time especially in the months of May, June, September, October, and November.
2. Another challenge is the very unpredictable visa application process at U.S. consulates in China, allowing a very short lead-time to schedule classes and other learning activities for each delegation. The Center Director has to be able to schedule the full training agendas in a very short period of time, typically one week before the delegation arrives.
3. The Center also takes care of many details for the delegates before and after a delegation arrives, such as meals, lodging, transportation, interpretation, and sightseeing as well as some personal needs of the delegates.
4. The Center maintains high quality services for the trainees as well as training organizers in China. All of the training proposals and correspondence have been handled in a timely and thorough manner.

II A. Fulfillment of the Center's Purpose and Attainment of Goals

Goal attainment in this section has been Very Strong. Since 1992, the Center has completed 92 training programs for 1,450 participants from China, Taiwan, Africa, Hungary, Poland, Slovakia, Romania and USSR! It has been financially self-supporting three out of the past five (5) fiscal years.

The Center was established to provide customized training programs to foreign government officials, business executives, professionals, and students. The Center has

built a stable pool of customers who organize training delegations to KSU on an annual basis. The Center has capitalized on an established reputation and is continuously promoting the program.

Opportunities will be pursued to increase productivity through identifying training needs for new program development in China. The opportunities are:

- More than 42,000 Chinese professionals participate in training program outside China each year and there is tremendous room for the Center to increase the number of programs.
- Top professionals are increasingly needed in the technical and managerial areas. The Center has great resources/contacts to continue high quality programs to meet professional development needs in many areas.
- The on-going reform requires Chinese government agencies to redefine their roles or improve their operation and services. The Center is well connected with many government agencies
- China's new membership in the World Trade Organization creates opportunities for more international business at the same time the needs for human resources in international business are increasing. The Center has a very strong reputation in business-related training programs.
- The experiences and reputation at the Center will help with new program development in other countries in the world.
- The training in Eastern Europe will continue to involve more universities.

II B. Service Rendered by the Center to the Campus Community

The measurement of service is Very Strong. Through the training programs, the Center has built very strong working relationships with a wide variety of government agencies and industries in China. These contacts have helped a great deal with program development and international activities on campus. The Center is very supportive of international programs at KSU. The Center works very closely with other colleges, departments, and centers on campus, especially the International Center, College of Business, College of Education, Department of Nursing, and Department of Political Science. The following services have been rendered:

- Collaboration with the International Center on many projects and initiatives including: international exchange visitors, study abroad programs, recruitment of international students, and hosting of international visitors
- Assistance with exchange professors and international visitors at the College of Business
- Assistance with funding and program arrangements for KSU faculty members to teach in China
- Assistance with program development with KSU's sister university in China
- Translation services provided by the Center Director

As the training program grows, there will be more opportunities for the Center to serve the campus community. The Center will offer ideas, promotion, and contacts to support the following programs on campus:

- International Center
- Study abroad programs in China
- China Research Center
- Outreach to Eastern Europe
- Outreach to Afghanistan

II C. Services Rendered by the Center to External Communities

The measurement is Very Strong in this section. Due to the variety of the programs, the Center serves many different needs of the communities. These services include:

1. Generating Revenue for Local Businesses

All training programs are fee-based. The participants pay for hotel rooms, meals, transportation, tours, and other services. They also spend their money to buy all kinds of consumer products. Local businesses benefit from the income from these visitors thus contributing to the economics development of the region.

2. Building International Business Connections

Many program participants are business executives and decision makers in Chinese government agencies. The Center makes arrangements for the delegates to visit companies in Georgia. The companies, through hosting the delegations, make the contacts and introduce their products and services to potential buyers or business partners.

The Center also helps companies in the communities through the contacts and networks in China for their business development including trade and investment there. The training programs bring in many business and government leaders from all of China and provide wonderful networking opportunities for U.S. companies. The companies include Coca-Cola, Holiday Inn, Chick-Fil-A, Paul Hasting, American Favorite Chicken, United Parcel Services, Bell South, CNN, Scientific Atlanta, and Southern Company. These efforts directly impact the economic development initiatives of KSU and the University Systems of Georgia.

3. Building International Connections for Education

The Center provides opportunities for higher education institutions, technical schools and public schools in Georgia to develop international connections or exchanges. Since 1996, the Center has assisted the Board of Regents develop international programs in China. Through our contribution, the University System of Georgia signed a linkage agreement with Jiangsu Provincial Education Commission in 1997. The following universities and colleges participated:

- a. Armstrong Atlantic University
- b. Georgia College & State University
- c. Valdosta State University
- d. Southern Polytechnic State University
- e. Medical College of Georgia

- f. Columbus State University
- g. Clayton State University
- h. State University of West Georgia
- i. North Georgia College & State University
- j. Coastal Georgia Community College

The Center Director has been coordinating a program in traditional Chinese medicine for the faculty members and students from the University System of Georgia, and practitioners from the community since 1999. Seventeen professors, thirteen students, and six community members have participated.

4. Providing Lecturing Opportunities in China

The Center identifies lecturing opportunities and tours, as well as teaching English opportunities for faculty members and students in China. The Center director helps secure funding from China for trips and assists whenever there is a need during trips in China. The instructors have included faculty members from Georgia Tech, KSU, Columbus State University, Clayton State University and University of Arkansas, and the students have been from Georgia Tech and KSU.

5. Supporting Economic Development in Georgia

The Center supports efforts in economic development by the Georgia Department of Industry, Trade & Tourism and Chambers of Commerce. The international training programs help make Georgia and the communities more visible in the world. The Center Director participates in meetings and provides services such as interpretation, liaison services, and local arrangements.

6. Supporting Exports from Georgia

The Center Director has assisted the Georgia Department of Agriculture in identifying products needed in the Chinese market and has provided leads for companies to export products to China including cotton, pecan, and carpets.

As the Center provides more training programs to large corporations in China and an increasing number of business executives come to Georgia, the Center will increasingly be able to contribute to the economic development and international trade for the community.

The Center will continue serving the external communities by identifying leads and contacts for economic development, trade, educational programs, and international connections.

II D. Grants and Contracts Acquired by the Center

The measurement is Strong in this section. All of the Chinese training programs are contract training. The total number of programs conducted to date is 92 with 1,450 participants since 1992. In the past 5 years, the Center has completed 62 programs with

973 participants (see more details in Section II G). The program breakdown of the past five-years is:

1997	10 programs with 165 participants
1998	8 programs with 125 participants
1999	10 programs with 168 participants
2000	13 programs with 219 participants
2001	10 programs with 129 participants

These numbers represent an upward trend in the training activities, except FY2001 after the 9/11 tragedy. No programs were held from September 11 until May 2002, due to fear of the Chinese to travel.

In 1995, the Center developed a proposal for funding of \$300,000 annually for 5 years to establish an Asian Training Center, targeting Asian countries including China. However, the funding was not granted by the Board of Regents of the University System of Georgia.

In May 1999, and November, 2001, the Georgia State Board of Regents awarded two grants totaling \$15,500 to fund the three-phase Building Bridges Project in Eastern Europe. This project was also funded \$6,000 by Continuing Education at KSU foundation funds and in-kind funds from Georgia College & State University, Darton College, Valdosta State University, University of Georgia, South Georgia College, and the Association of Carpathian Region Universities (ACRU). This project trained university administrators from Slovakia, Romania, Poland, Hungary, and the Ukraine in establishing continuing education and community services programs for their universities and communities. A teaching team from KSU traveled to Slovakia and Poland in the fall of 1999 and again in the spring of 2002 to present 200 hours of training. The funding also supported bringing the 1999 class of eleven professionals to the KSU campus for on-site Continuing Education training and observation. The three phases of this project are now complete, and the original trained professionals will now carry on this project through ACRU, the Association of the Carpathian Region Universities in Eastern Europe.

As a result of the Building Bridges Project in Eastern Europe, there is high interest in Continuing Education at KSU co-sponsoring an e-Learning conference with the University of Mining and Metallurgy in Krakow, Poland, and the Dean is presently pursuing U.S. and ACRU interests toward that end.

In 2002, the U.S. State Department and the American Society of State Colleges and Universities (ASSCU) co-sponsored partial funding for four professional women from Afghanistan and two State Department representatives to attend a two-week comprehensive training program in English as a Second Language (ESL), computer, grant writing and presentation skills. This visit was a combination of educational, social and cultural experiences. ConEd made all arrangements for the training, the cultural events and the local logistics and funded a significant portion of the project.

Also, as a result of the Afghan visit, there is extremely high interest in hosting future delegations, plus bringing back the original delegation for extended study. Efforts are being made to organize grassroots sponsorships and university support for this on-going

project. We have also been informed by the State Department that because of the excellent program offered the first delegation, future and on-going delegations are certain.

II E. Center Publications, Reports, and Professional Presentations

The measurement is Satisfactory. The Center is not expected to produce professional publications or reports. The Center Director makes presentations at national and international conferences. The professional presentations are listed below:

- Association for Continuing Higher Education Annual Meeting, Toronto, Canada, October 1994
- Association for Continuing Higher Education Regional Meeting, Jackson, Mississippi, October 1995
- Association for Continuing Higher Education Regional Meeting, Hawaii, October 1996
- Various presentations to business associations in China.

The Center director was a co-author of “Choosing the Right Employee: Chinese vs. US Preference” published in Career Development International, Volume 6, November 2, 2001.

The Center will explore opportunities to present at professional conferences and other events.

II F. Sponsorships, Endowments & Gifts Acquired for the Center

The measurement is Strong in this section. The Center works closely with corporations and government agencies at federal, state, and local levels. These organizations host visits, donate meals, and arrange speakers to share their knowledge at no charge. The collaboration has been very important to the Center, not only helping reduce expenses for the Center, but also providing valuable learning experiences for the participants. There are many organizations contributing to the programs. The following organizations are a sample:

Companies

- Coca Cola
- Holiday Inn World Wide
- Southern Company
- Bell South
- Shaw Industries
- Lucent Technology
- Georgia Pacific
- Ford Motor
- Chick-fil-A
- NCR
- Sun Trust Bank
- Mead Packaging
- Cousin’s Property
- Post Property
- Beers Construction

- Ernst & Young
- Macauley Homes & Neighborhoods
- Scientific Atlanta
- CNN
- MARTA
- Delta Airlines
- Oglethorpe Power
- Cobb EMC
- Georgia Power
- Coca Cola Enterprises
- UPS

Federal Agencies

- U.S. Department of Agriculture
- U.S. Small Business Administration
- U.S. Internal Revenue Service
- U.S. Department of Labor-OSHA
- U.S. Natural Resources Conservation Service
- U.S. Social Security Administration

State Agencies

- GA (Georgia) Governor's Office of Budget and Planning
- GA Department of Revenue
- GA Department of Agriculture
- GA Department of Industry, Trade & Tourism
- GA Department of Labor
- GA Department of Transportation
- GA Department of Education
- GA Department of Audits
- GA Public Service Commission
- GA State Finance and Investment Commission
- GA State Properties Commission
- GA State Merit System
- University System of GA
- GA Office of Treasury

Local Governments

- City of Atlanta
- City of Marietta
- Peachtree City
- Cobb County

The Center will continue looking for opportunities to increase sponsorship and support from local businesses and government agencies.

II G. Sales, Service Fees, & Income Generating Activity

The measurement is Satisfactory in the section. The programs of the Center are fee based since the Center is self-funded. The Chinese Ministry of Finance decides the fee schedule for each country where the training activities are located. The Center has to manage expenses effectively to cover both direct and indirect costs, as well as to make a financial contribution to the operational budget for Continuing Education.

The revenues generated in the past five years are listed:

<u>FY</u>	<u>Revenue</u>	<u>Expenses</u>
1998	\$188,159	\$187,119
1999	\$ 95,280	\$102,544
2000	\$141,365	\$136,430
2001	\$208,952	\$201,840
2002	\$ 88,265	\$111,411

The above data shows a general upward trend in revenue generation except FY2002, because of the 9/11tragedy. At the end of FY2002, and for the current fiscal year, the Center has been able to reduce the operating costs through renegotiation of hotel rate and transportation costs. Financial performance has improved in 2003.

The Center will continue looking for opportunities to secure programs from all sources to improve the financial performance of the Center. The Center has secured a few large contracts with existing customers as well as a new large customer, China State-owned Enterprises Supervision Commission. This Commission oversees 180 of the largest corporations in China. The Center is the exclusive trainer for the top executives of these large companies.

II H. Return on Investment

The measurement is Strong in this section. The Center works diligently to cover all expenses, plus to make a financial contribution to the overall operation of Continuing Education. The Center has become essentially self-supporting due to the strong customer base and excellent reputation. The exceptions are FY1999 and FY2002. In FY1999, China had a major flood with tremendous economic losses and many programs were cancelled. FY2002 was impacted by the 9/11tragedy.

In addition to the financial contribution, the Center also makes a substantial non-financial contribution to KSU. The programs have generated positive publicity for KSU in local newspapers including: Atlanta Journal and Constitution, Marietta Daily Journal, Atlanta Business Chronicle, the Cochran Journal, and the Decatur DeKalb News, as well as publications in China such as People's Daily and Construction Safety.

The Center is the most active international program on campus in terms of number of international visitors and number of programs. On the average, the Center hosts about 150

international trainees per year with 12 training programs annually. The Center is a very important part of the overall international education effort for KSU. The international resources at the Center support international initiatives of other colleges and departments on campus, including an International Center.

The Center was recognized in 1999 by the Chinese Central Government as the best training provider in the U.S. out of 54 providers. The University of Maryland ranked number two, followed by the University of Illinois, Michigan State University and California State University in Hayward. This recognition helps greatly with the visibility of KSU in the U.S. and China.

The Center will continue expanding the program to increase financial as well non-financial contributions to KSU. The marketing and promotion of international training programs in China have been successful. The Center has built strong working relationships with training administrations at national and provincial government levels. The most recent program development with the state-owned Enterprises Supervision Board has opened the doors for the Center to provide training programs for 180 of the largest corporations in China. The financial contribution will increase with more participation and more programs in the near future.

II. I Contribution to Achieving KSU's Mission

The measurement is Very Strong in this section. The Center contributes to achieving KSU's mission in the following ways:

- First international continuing education program to provide professional training for China in Georgia
- The only training base selected by Chinese central government in the southeastern U.S.
- The most active training program for China in Georgia
- Very innovative program to meet the learning needs of a very diverse group of professionals
- Continuous improvement in the planning, design, and delivery of programs
- High quality programs recognized by participants and training administrators
- High quality and publicity for grant projects in Eastern Europe and for Afghan women

The Center will continue looking for opportunities to make contributions to achieving the KSU mission. The Center Director will work closely with faculty members at KSU and outside the KSU campus, in industries, and with practitioners in the community to design and deliver high quality training programs to exceed specific needs of international participants and to maintain the leading position in the training program with China. The Center is well positioned to grow the programs internationally to better serve customers and to achieve KSU's mission and goals.

III. Summary Conclusion About the Strength of the Center's Overall Quality

The overall quality of the Center is Very Strong. The quality is evidenced in the following areas:

1. Best trainer in the U.S.
In 1999, the Center was recognized by the Chinese Central Government as the best training institution in the US for Chinese government officials, business executives, and professionals. The Center ranks number one out of 54 training providers for the Chinese government in the U.S. The other four universities ranking behind the Center are the University of Maryland, University of Illinois, Michigan State University, and California State University in Hayward.
2. High rating on the program evaluation
Out of 1,422 international participants, 90% rank the programs "excellent" or "good". The comments on the evaluations also indicate the high satisfaction.
3. Continuous growth
The quality is evidenced by an increasing number of customers, industries, programs, and participants. The growth of the program is the result of customer referrals and word-of-mouth. Many times satisfied customers introduce the Center to their counterparts or provide leads for new programs. Very often the program participants volunteer their time to tell others of their satisfaction with programs during sales meetings or at trade shows. The Center Director relies on the referrals and leads to market programs to new customers.
4. Strong repeat business
The quality of the program is also reflected by repeat businesses. More than 75% of the programs are from repeat business.

III A. Public Recognition, Honor & Awards Received by the Center

The measurement is Strong in this section. Providing a quality program is the strength of the Center. Recognition and awards received by the Center include:

- Outstanding International Continuing Higher Education Award by the Association for Continuing Higher Education in 1994
- Recognized as Number One Training Provider in the US by China Foreign Expert Affairs Administration in 1999
- The Dean and Building Bridges Project were awarded an Exemplary Project Award by the President of ACRU, May 2002.

The quality and reputation of the Center are also noticed by the media both in local U.S. newspapers and publications in China. These publications include the Atlanta Journal and Constitution, Marietta Daily Journal, Atlanta Business Chronicle, the Cochran Journal, and

the Decatur DeKalb News, Construction Safety Magazine published by China Ministry of Construction, and the People's Daily, the largest newspaper in China. One of the training programs was shown on television in Xinjiang Province in 1996.

The Center will maintain the high quality of the program and continue looking for opportunities to apply for awards and recognition.

III B. Stakeholder Satisfaction with the Center's Work and Accomplishment

The measurement is Very Strong in this section. The major stakeholders are the program participants and the training administrators in China. Stakeholder satisfaction is evidenced by the overwhelmingly positive program evaluations, repeat business, and continuous program growth.

The evaluations from each program show the satisfaction of the participants. The Center has completed 89 programs since 1992. Every trainee has evaluated the program at the end of each program. Each class or field trip is listed in the evaluation, and each participant ranks the learning activity by letter grades "Excellent, Good, Average, or Need to Improve". Ninety percent of the activities are in the range of Excellent and Good, 10% are in the Average, and 0% are in the Need to Improve category.

Stakeholder satisfaction is reflected in repeat business and program growth. The majority of the training programs are from repeat businesses. One good example is Jiangsu Province, where the very first international training program originated nine (9) years ago, and which still works with the Center on a regular basis.

The Center has relied on customer referrals from the program participants or training administrators to generate new businesses. That is why the program has grown from one province, Jiangsu, in 1992, to 11 provinces now (out of 31 provinces in China) including:

- Anhui Province
- Guizhou Province
- Hainan Province
- Jilin Province
- Liaoning Province
- Shanxi Province
- Shaanxi Province
- Sichuan Province
- Zhejiang Province
- Xinjiang Province
- City of Beijing

Six national government agencies:

- State Planning Commission
- State-owned Enterprises Supervision Commission
- Ministry of Construction
- Ministry of Transportation
- Ministry of Agriculture

- China Association for International Exchange of Personnel

Three large companies:

- Agriculture Bank of China
- China Packaging Corporation
- China Aviation Corporation II

The Center will continue looking for opportunities to satisfy the changing needs of the customers and to grow with more satisfied customers. The strong customer base is a very important resource for repeat businesses and new program development.

III C. Other Assessments of the Quality of the Center's Work

The measurement is Very Strong in this section.

The Center has received positive comments and acknowledgements from administrators at the Board of Regents, educators, and businesses, as well as government agencies that have worked with the Center.

Local businesses appreciate the income generated for them as the result of programs at the Center. These businesses include hotels, restaurants, retailers, and other vendors.

The Center will continue looking for opportunities to improve the quality of the programs.

III D. Center's Responsiveness to State Needs & Changing Conditions

The measurement is Very Strong in this section. One of the major contributions of the Center is to increase the visibility of the State of Georgia and to facilitate international business activities. Since 1992, 1,422 senior business executives, government officials, and professionals have visited Georgia as a result of this program. The participants represent a wide variety of industries and government agencies. They are potential business partners or customers of companies in Georgia. This aspect of our program directly links KSU to the economics development initiatives of the Board of Regents and KSU.

The Center Director is active in supporting economic development programs in Georgia by sharing business contacts, knowledge, and expertise for recruiting business or trade opportunities in China with the Georgia Department of Industry, Trade & Tourism, and the Georgia Department of Agriculture. The Center Director also introduces Chinese business executives to the Atlanta Chamber of Commerce and Cobb Chamber of Commerce. The Center Director volunteers his time to serve as a local host and interpreter for business meetings regarding investment in Georgia or exporting goods to China when the services are needed by state agencies.

The Center will continue looking for opportunities to better serve the changing needs of the state.

III E. The Quality of the Faculty & Staff Supporting the Center

The measurement is Very Strong in this section. Quality training programs need quality instructors. The Center Director constantly looks for new ideas and ways to increase the pool of experts in the professional fields. The instructors hired by the Center always deliver outstanding lectures for the training delegations. The Center Director identifies the instructors in the following ways:

- Referrals from academic departments or faculty members on campus
- Referrals from other professionals in universities, government agencies or industries
- Professional Conferences
- Business Meetings

The Center has one full-time director and a secretary with 25% of her time supporting the Center. The Center Director plays a very important role for the Center due to the complexity and the scale of the training programs. He has to communicate well with customers to fully understand the learning needs and with instructors who deliver the lectures. He also must have a broad knowledge in many different professional areas in order to design a quality program.

The Center Director has a Masters degree in Business Administration and is fluent in English and Chinese. He fully understands American and Chinese cultures and keeps current on the economic and social conditions in China. His educational and cultural backgrounds are essential to the success of the program.

The staff member who supports the Center is highly qualified, responsible, sensitive to different cultures, and technically competent. The staff member provides all necessary support to make certain the needs of the Center are met.

The Center will look for opportunities to hire highly qualified people as the program grows.

III F. The Quality of KSU Facilities and Equipment Supporting the Center

The measurement is Very Strong in this section. The KSU Center is the primary location for the training classes. Each classroom is state-of-the-art and has all of the equipment needed for the classes. The participants are very satisfied with the classrooms and facility. The learning activities are also arranged at the sites of companies and government agencies. The hosts always provide comfortable meeting facilities for the delegates with all of the necessary equipment needed for the meetings. The KSU bus is rarely available when needed, and is very expensive, so private transportation companies have to be contracted to provide transportation for delegates. A 15-passenger van belonging to ConEd would be very useful and economical.

III G. The Quality of the Overall Annual Financial Investment in the Operation of the Center

The measurement in this category is Strong. The Center generates all revenue to support the operation. The net contribution after deducting the operating costs from the revenue

ranges from 30% to 50% depending on the size of a delegation. A program with 20 or more participants has a much better financial return than a program with 15 or less participants because the Chinese government pays on a per diem basis. When the Center has a small number of participants in a program, the Center Director serves as driver, interpreter, and program coordinator to have the program be financially feasible.

The Center Director constantly looks for opportunities to improve the financial returns. He makes a diligent effort to negotiate the best rate possible with local hotels, to find the best possible transportation for the delegates, and to develop relationships with companies and government agencies for field study opportunities to substitute classroom lectures to save the costs of instruction.

The Center will continue looking for opportunities to improve the financial performance of the program. It will seek programs with 20 or more participants to increase the financial returns. The recent program development with State-owned Enterprise Supervision Commission will help a great deal to generate more revenue and to increase the return from the investment.

III. H. Quality of Advanced Technology Available to Support the Center

The measurement is Strong in this section. The Center communicates with overseas customers on a regular basis and computers, and current office equipment are adequate for the operation. However, the Center has to deal with foreign language. The productivity can be improved if the Center is equipped with software that is compatible with communicating with the Chinese customers. The classrooms are fully equipped for the needs of the delegates.

The Center will look for opportunities to purchase software for English/Chinese conversions.

III. I Leadership Position of the Center

The measurement is Very Strong in this section. The Center was recognized as the best provider of training by the Chinese government out of 54 training providers in the US. The Center Director was hired in 1993 to develop a new program. The Center has grown to an average of 12 programs in 2002, and from one customer in 1993 to 21 regular customers in 2002. The Center has expanded the resources outside KSU's campus. Many corporations, government agencies, and educational institutions have become partners of the training programs.

The Georgia Institute of Technology and University of Georgia (UGA) offer training programs to Chinese professionals. The programs at Georgia Tech have been shrinking since 1994. UGA's programs are delivered both in China and the U.S. and specialize in human resource management training of government employees for four cities in China. The UGA program is small in terms of variety and number of participants from China. This Center is much larger and serves many more participants annually.

The Center Director will continue looking for opportunities to maintain the leading position in international training and to grow the programs.

IV. Summary Conclusion About the Center's Viability at KSU

The Center is completely viable and expansion is expected. The Center is an important part of the overall international educational program conducted by KSU. The Center for International Training generates revenue for Continuing Education and KSU. It contributes in substantial ways to the mission and goals of KSU. Other factors contributing to the viability of the Center include the following:

1. China is a very large market for educational programs with 1.2 billion people. Since the economic reform started in 1978, the country has maintained a high economic growth rate of 8%. The large market and increasing wealth will create greater opportunities for program development.
2. The Center has been well positioned to expand in the Chinese market. The Center has built an outstanding reputation, strong customer base, and good working relationships with national, provincial, and municipal training administrators. These resources will be valuable for future program development.
3. Life-long learning and professional development are international. The Center has gained great experiences in international education. The success of the Chinese program and quality programs for Eastern Europe and Afghanistan are evidence of the capability of the Center in international continuing higher educational programs. The reputation and experiences will help with program development in other countries where there are opportunities.

V. Potential for "Model Program" Status

The Center for International Training Services has achieved "model status" for the following reasons:

1. The Center is the only international continuing higher education program focused on China. It is different from traditional international programs in the areas of cultural awareness, faculty exchange, and student exchange. Forty-nine (49) out of 54 designated U.S. trainers for Chinese government are private businesses. The other four training providers are university based, but not through continuing education.
2. The Center has achieved international reputation in providing training programs to the Chinese government. It has been the best training program in the U.S. for the Chinese government

3. The Center has been creative and innovative in program design and delivery. The programs are well designed to satisfy the learning needs of participants with different professional backgrounds.
4. The Center is a good example of collaboration between a university and business, government agencies, and other higher education institution. The Center utilizes resources on and outside the campus to best serve the customers.
5. The Center is a leader in international education in terms of quality, customer services and reputation. For the past nine (9) years, there has not been a single complaint from 1,450 participants and training administrators.

VI. Improvement Plan

As training needs change and become more sophisticated, the Center needs a pool of professionals who can offer their advices and expertise to the programs. An Advisory Board will be established to assist with program planning and new program development (FY 2004).

As the program grows, additional staff will be needed to support the Center. The Center Director will identify candidates who are bilingual in Chinese and English. This assistant might be an intern from graduate school or a professional who can work on a part-time basis (FY 2003/2004).

New software that is able to handle both Chinese and English is needed for communication with the customers. The software should be able to read and send email in Chinese to save time and telecommunication costs (FY 2003/2004).

VII. Summary Recommendation

The Center for International Training is highly regarded and recognized as a training provider and the program should be continued and expanded. The Center serves a valuable service to companies in China and has great potential to continuously contribute to the economic development in Georgia and to achieving KSU's mission.

See section VI for planned improvements and timetables.